



City of NORFOLK

To the Honorable Council
City of Norfolk, Virginia

May 20, 2014

From: City Attorney's Office

Subject: Ordinance to approve and
authorize execution of Agreement
with Downtown Norfolk
Development Corporation

Reviewed:

Ronald H. Williams, Jr., Assistant City
Manager

Ward/Superward: 2/6

Approved:

Marcus D. Jones, City Manager

Item Number:

R-5

I. **Recommendation:** Adopt Ordinance

II. **Applicant:** Downtown Norfolk Council

III. **Description**

This agenda item is an ordinance which approves the agreement between the City and the Downtown Norfolk Council (DNC) for facilities and provision of services in the Downtown Service Improvement District for the period from July 1, 2014 through June 30, 2019.

IV. **Analysis**

The Downtown Improvement District (DID) was established in 1999 and the current agreement expires on June 30, 2014. The Downtown Norfolk Council has provided the DID services and, in conjunction with property owners, business and merchants, requests the continuation of the DID service district for the period from July 1, 2014 through June 30, 2019.

V. **Financial Impact**

The tax rate of sixteen cents (\$0.16) per one hundred dollars (\$100.00) of assessed value will be imposed from July 1, 2014 through June 30, 2019, which is the same tax rate as the most-recent period from July 1, 2009 through June 30, 2014. The agreement specifies that one cent (\$0.01) of the sixteen cents (\$0.16) of the District Funds shall be held by the City for arts-related projects in the District and that the City agrees to confer with the DNC on such expenditures ensuring transparency and accountability of the funds to the rate payers.

VI. Environmental

N/A

VII. Community Outreach/Notification

Public notification for this agenda item was conducted through the City of Norfolk's agenda notification process.


VIII. Coordination/Outreach

This letter has been coordinated with the City Attorney's office and the Office of Budget and Management.

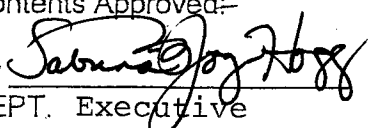
Supporting Material from the City Attorney's Office:

- Ordinance

02/14/2014

Form and Correctness Approval: By 
Office of the City Attorney

NORFOLK, VIRGINIA

Contents Approved: By 
DEPT. Executive

ORDINANCE No.

AN ORDINANCE APPROVING AND AUTHORIZING THE
EXECUTION OF AN AGREEMENT BETWEEN THE CITY
AND DOWNTOWN NORFOLK DEVELOPMENT CORPORATION
FOR THE PROVISION OF FACILITIES AND SERVICES
IN THE DOWNTOWN SERVICE DISTRICT.

- - -

WHEREAS, City Code Section 24-212.2 authorizes the
City to enter into an Agreement with a non-profit corporation
for the provision of specific facilities and services for the
Downtown Service District with appropriated funds subject to the
direction, management and oversight of the City; and

WHEREAS, The Downtown Norfolk Development Corporation
t/a Downtown Norfolk Council is deemed to be a qualified non-
profit entity to provide the facilities and services; now,
therefore

BE IT ORDAINED by the Council of the City of Norfolk:

Section 1:- That the terms and conditions of an
Agreement between the City and the Downtown Norfolk
Development Corporation t/a Downtown Norfolk Council
("DNC"), a copy of which is attached hereto, for the
provision of facilities and services in the Downtown
Service District for the period from July 1, 2014
through June 30, 2019 are hereby approved.

Section 2:- That the City Manager is hereby authorized to execute the Agreement on behalf of the City for the implementation of the services.

Section 3:- That this ordinance shall be in effect from and after its adoption.

**AGREEMENT FOR THE PROVISION OF
SERVICES IN THE DOWNTOWN SERVICE DISTRICT**

THIS AGREEMENT entered into this ____ day of _____, 2014, by and between the **CITY OF NORFOLK, VIRGINIA**, (the "City") and **DOWNTOWN NORFOLK DEVELOPMENT CORPORATION** t/a Downtown Norfolk Council ("DNC"), at 201 Granby Street, Norfolk, Virginia 23510, a non-profit Virginia corporation.

RECITALS

WHEREAS, pursuant to Section 15.2-2400 of the Code of Virginia, 1950, as amended, the City has established the Downtown Service District (the "District") by Ordinance No. 39,454, adopted on February 9, 1999, and amended and reordained by Ordinance No. 40,982, adopted on March 18, 2003, and amended and reordained by Ordinance No. 43,430, adopted on May 5, 2009, and amended and reordained by Ordinance No. _____, adopted on May ____, 2014, and has provided for the levying and collection of special assessments (the "Assessments") on real property located in the District for the provision of special services in the District; and

WHEREAS, DNC is a private, non-profit Virginia corporation whose Board of Directors and committee membership includes owners and tenants of property located in the District, and because DNC is representative of the persons and entities affected by the establishment of and taxation within the District, the City has determined that DNC is qualified to contract with the

City to provide the special services as set forth in the State Code and the Ordinance; and

WHEREAS, the City and DNC desire to enter into this Agreement for the provision of such special governmental services in the District, which services are in addition to the existing governmental services which the City is already providing in the District.

NOW, THEREFORE, in consideration of the premises and the mutual covenants set forth below, the parties hereto agree as follows:

1. **ENGAGEMENT OF DNC.** The City hereby engages DNC and DNC hereby agrees to furnish or perform the services specified in Paragraph 3, subject to the terms set forth in this Agreement.

2. **TERM OF AGREEMENT.** This Agreement shall commence July 1, 2014, and shall continue until June 30, 2019, unless sooner terminated in accordance with Paragraph 12 of this Agreement. This Agreement may be renewed in writing by the parties.

3. **SCOPE OF SERVICES.** The parties agree that funds made available to DNC by the City pursuant to this Agreement shall be expended by DNC to provide the following governmental services in the District (the "District Services"):

Goals of Action Plan

- To work to increase pedestrian traffic throughout downtown and better enable downtown to compete for customers, visitors, business, private investment, employees and residents.

- To work to make downtown increasingly hospitable, friendly, safe, clean, attractive and convenient.
- To work to convey this improving reality through professional communications designed to multiply consumer spending and infuse private sector investment.
- To work to positively influence perceptions of downtown as a safe and clean place in which to work, shop, dine, visit, play and live.
- To work to warrant added pride by Norfolk and regional residents in their commercial center.

Summary of Action Plan

Hospitality/Security:

- Employ and train uniformed, radio equipped Public Service Ambassadors to serve as additional eyes and ears for the police, to help visitors, employees, residents and shoppers and to serve as hospitality-trained promoters of downtown's services and attractions.
- Create a mobile, staffed information kiosk.
- Assist agencies working to curb homelessness and panhandling on downtown streets and sidewalks.

Cleaning

- Employ and train a "clean team" to achieve a uniform standard of zero tolerance for weeds, litter, graffiti and illegally placed posters.
- Purchase cleaning equipment to increase efficiency and implement a regular schedule of power washing sidewalks.
- Add attractive trash and recycle receptacles to downtown.
- Provide employment opportunities for public assistance recipients.
- Utilize "community service workers" to augment cleaning crew efforts.

Marketing & Business Attraction

- Implement bi-annual consumer research to establish benchmarks and guide continuing efforts.
- Implement a multi-year, customer-based marketing program, directed toward employees, visitors, consumers and prospective new tenants and businesses.
- Implement programs designed to encourage day and nighttime pedestrian movement between downtown's major attractions including the waterfront and MacArthur Center.

Visual Enhancement

- Implement a program designed to improve facades and window décor.
- Purchase Christmas decorations for light poles throughout the district.
- Work with the City to assure that all blocks are amply lighted for pedestrians.
- Work with the City to create attractive and consistent pedestrian signage.

Any other activities set forth in Sections 15.2-2403 of the Code of Virginia (1950), as amended, as may be included in a work program and budget approved in accordance with Paragraph 5.

The parties agree that all services shall be provided to the reasonable satisfaction of the City Manager or designee.

4. **BUDGET AND WORK PROGRAM.** DNC shall at all times adhere to the work program and budget referenced in paragraph 5 of this Agreement. DNC may shift up to Ten Thousand Dollars (\$10,000.00) in funds from one budget category to another without prior written approval of the City Manager or designee.

The City will make available to DNC the full 100% collection of funds through the end of the fiscal year by July 15 of each year. The City and DNC agree that One Cent (\$0.01) of the Sixteen Cents (\$0.16) of the District Funds shall be held by the City for arts-related projects in the District and that the City agrees to confer with the DNC on such expenditures ensuring transparency and accountability of the funds to the rate payers.

5. **DEVELOPMENT OF WORK PROGRAM AND BUDGET.** The work program and budget for the period beginning July 1, 2014 and ending June 30, 2015, shall be as set forth in the attachment to this Agreement. For future years of this Agreement, DNC shall provide the work program and budget to the City Manager or designee for approval on or before June 1 of each year. The City Manager's annual proposed budget shall include an estimate of the District's tax revenues, less the City's direct costs incurred in collecting and administering the District's tax revenues, that will likely be generated by the Assessments during the next one-year period or portion thereof beginning on July 1 and ending on June 30 (the "Fiscal Year"). The City Assessor shall provide a list of property owners and property in the District subject to the Assessments.

The City and DNC agree to work diligently and in good faith to resolve any differences. Notwithstanding any other provision of this Agreement, DNC shall be responsible for providing District Services under this Agreement only to the extent that the

City provides funding consistent with this Agreement and the work program and budget then in effect.

The City agrees to maintain those services in existence at the time of the inception of the Downtown Service District and it is understood that unless agreed to in writing, services provided by the Downtown Norfolk Council are supplemental to City services.

6. **DISBURSEMENT OF FUNDS.** In regard to an annual ordinance appropriating District Funds, at the end of the week following the end of the calendar month a report is generated by the City Treasurer's office detailing the actual collection of payments for properties within the District. The City will remit to DNC within 15 working days after the report is generated a check for the portion due to DNC and a copy of the generated report. It would be expected that payment will be no more than approximately 17 days after the end of each month. As the reports are unaudited, it would be the additional intention that once an audit did occur that any discrepancies between actual and the amount remitted to date would be reconciled after the audit is complete

7. **FINANCIAL STATEMENTS AND REPORTS ON DNC ACTIVITIES.** On a quarterly basis, DNC shall submit to the City a detailed financial statement for the preceding quarter that compares actual expenditures during such quarter to the budget for the applicable fiscal year. On or before 15th day of each quarter during this

Agreement, DNC shall submit to the City a written report on DNC's activities during the preceding quarter. Such performance report shall include, in reasonable detail, a description of such activities, a list of all contracts for the provision of services and the cost of any services.

8. **BOOKS AND RECORDS; INSPECTIONS; AUDITS.** DNC shall keep accurate books and records, in accordance with generally-accepted accounting principles, of all District Funds received and disbursed by DNC under this Agreement. DNC shall retain such books and records until five years after the completion of an audit for any Fiscal Year. The City shall have the right to inspect such books and records during regular business hours and upon reasonable notice. DNC shall prepare a financial report in accordance with generally-accepted accounting principles, and DNC agrees to obtain and provide to the City, on or before October 1st each Fiscal Year, an independent financial audit of such prior year's financial report conducted in accordance with generally-accepted auditing standards.

9. **CONTRACTING.** DNC may enter into contracts for the provision or administration of any of the District Services. DNC will establish procedures for contracting and may award contracts on a negotiated basis in order to assure the provision or administration of District Services at an advantageous cost and

which reflect "best practices" for the delivery of District Services.

10. **INSURANCE.**

DNC shall maintain during the term of this agreement insurance of the types and in the amounts described below. If DNC fails to maintain the insurance as set forth in this Agreement, the City shall have the right, but not the obligation, to purchase such insurance at DNC's expense. The City of Norfolk, Virginia and its employees will be named as additional insured on all liability policies.

COMMERCIAL GENERAL and UMBRELLA LIABILITY INSURANCE. DNC shall maintain Commercial General Liability Insurance (CGL) and, if necessary, commercial umbrella insurance with limits of not less than \$1,000,000 per occurrence, \$ 3,000,000 aggregate for bodily injury, and \$1,000,000 personal injury. The City and its employees shall be included as additional insured under such policies.

AUTOMOBILE LIABILITY INSURANCE. DNC shall maintain Automobile Liability Insurance with limits of not less than \$1,000,000 per occurrence, \$ 3,000,000 aggregate for bodily injury, and \$1,000,000 personal injury. The City and its employees shall be included under such policies as additional insured for motor vehicle operations arising out of this agreement.

WORKER'S COMPENSATION INSURANCE AND EMPLOYER'S LIABILITY INSURANCE. DNC shall maintain the applicable statutory Workers' Compensation Insurance and Employer's Liability Insurance with a limit of at least \$200,000 per accident/injury.

FIDELITY AND CRIME INSURANCE/BONDS. DNC will maintain Fidelity and Crime Insurance/Bonds that protects against the loss of monies through a lack of faithful performance or crime on the part of the DNC and, or, its employees. Coverage will also be maintained for loss due to burglary, robbery or theft. The amount of such insurance/bond will be no less than \$5,000.

INSURANCE POLICIES/CERTIFICATE OF INSURANCE. DNC shall furnish the CITY with two (2) copies of the policies, or a certificate(s) of insurance evidencing policies, required above.

11. **INDEMNIFICATION.** DNC shall indemnify, defend and hold harmless the City and its officers, employees and agents (the "Indemnified Parties") from and against all claims, liabilities or losses, including costs and expenses incident thereto, which an Indemnified Party may hereafter incur, be responsible for or pay out as a result of any act or omissions by DNC or its officers, employees or agents with respect to the performance of DNC's obligations under this Agreement.

12. **TERMINATION OF AGREEMENT.** In the event that DNC and City Council have not agreed upon an annual work program and

budget for the next Fiscal Year by June 1st, which is thirty (30) days prior to the beginning of the Fiscal Year for which the work program and budget applies, either party may terminate this Agreement by written notice to the other. The City may terminate this Agreement if the City Manager provides written notice to DNC of a default in the performance of its duties hereunder and such default is not cured to the reasonable satisfaction of the City Manager within Ninety (90) days of such notice.

13. **DISPOSITION OF DISTRICT FUNDS UPON EXPIRATION OR TERMINATION.** Upon termination or expiration of this Agreement, DNC shall proceed expeditiously to wind up its activities funded pursuant to this Agreement, perform or pay all obligations and costs of administration incurred on behalf of the District and return all remaining District Funds to the City. Notwithstanding the termination of this Agreement, the City will disburse to DNC the funds necessary to allow DNC to pay all costs incurred up to the date of termination and the costs reasonably required for DNC to wind up its activities, provided that such costs do not exceed the budget for the applicable Fiscal Year.

14. **INDEPENDENT CONTRACTOR STATUS.** The parties acknowledge that DNC is providing services under this Agreement as an independent contractor and will be responsible for any federal, state and local taxes and fees applicable to payments made to DNC hereunder and will also be responsible for compliance with all

applicable federal, state and local laws and regulations. Neither DNC nor any officer, employee or agent of DNC shall be, represent, act, purport to act or be deemed the employee, agent or representative of the City for any purpose whatsoever.

15. **NO DISCRIMINATION.** The City and DNC agree that DNC shall not discriminate, in carrying out this Agreement, against any employee or applicant because of race, color, religion, sex or national origin. Such action shall include, but not be limited to, employment, promotion, demotion, termination, rates of pay, other compensation and selection for training.

16. **LIMITATIONS ON CITY'S OBLIGATIONS.** Notwithstanding anything in this Agreement to the contrary, the City's obligations under this Agreement shall be subject to and dependent upon appropriations being made from time to time by the City Council for such purpose. While recognizing that it is not empowered to make any binding commitment beyond the current Fiscal Year, the City hereby expresses its intention to make annual appropriations during renewal terms of this Agreement, if any, in the full amounts necessary to fund the services as outlined in such renewal Agreement, pursuant to Ordinance No. 39,454 and as amended and reordained by Ordinance No. 40,982, adopted March 18, 2003 and as amended and reordained by Ordinance No. 43,430, adopted on May 5, 2009.

17. **AMENDMENT**. Except as otherwise expressly provided in this Agreement, this Agreement may be amended, modified or supplemented only by written agreement of the parties.

18. **ASSIGNMENT**. This Agreement may not be assigned without the prior written consent of the other party.

19. **NOTICES**. All notices and other communications required or permitted by this Agreement shall be in writing and shall be deemed sufficiently given for all purposes when delivered by hand, transmitted by telecopy or sent by mail, postage prepaid, to the following address (or to such other persons or addresses as any party shall otherwise designate by like notice):

(a) If to the City, to:

City Manager
City of Norfolk
City Hall
800 Union Street
Norfolk, VA 23510

(b) If to DNC, to:

President & CEO
Downtown Norfolk Council
201 Granby Street, Suite 101
Norfolk, VA 23510-1818

20. **ENTIRE AGREEMENT; SEVERABILITY**. This Agreement, constitutes the entire agreement and understanding of the parties in respect of the transactions contemplated by this Agreement. If any provision of this Agreement shall be held illegal, unenforceable or in conflict with any laws governing this

Agreement, it shall be severed and the remaining portions of this Agreement shall remain in full force and effect.

21. **GOVERNING LAW.** This Agreement shall be governed by and construed in accordance with the laws of the Commonwealth of Virginia.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed as of the date first written above.

CITY OF NORFOLK

By: _____
Title: City Manager

ATTEST:

City Clerk

**DOWNTOWN NORFOLK DEVELOPMENT
CORPORATION**

By: _____
Title: _____

Contents Approved:

Executive

Form & Correctness Approved:

Office of the Norfolk City Attorney

APPROVED ACTION PLAN

Downtown
NORFOLK dn

Downtown Norfolk Council

Presented to DNC Board of Directors
May 14, 2014

Summary – DNC Action Plan – FY 2015

Corporate Goals	Objectives	Strategies	Responsibility
<p>Advocacy: To define key priorities that are consistent with established brand and vision by becoming a leading, strong, independent voice for Downtown Norfolk</p>	<p>Be effective advocates for downtown as a people and downtown as a place</p>	<ul style="list-style-type: none"> • Continuous board development • Formal & informal relationships with elected officials • Build and capitalize on relationships with other organizations sharing similar missions • Foster communication with regional organizations. • Encourage, support and involve young and emerging leaders • Maintain an "Advocacy Radar Screen": Waterside Redevelopment; Transit Service and Transfer Stations; Extension of light rail to Virginia Beach; Arts District; Quality design; Zoning, lighting and parking issues. 	<p>DNC Executive Committee & Board of Directors</p>

Summary – DNC Action Plan – FY 2015

Corporate Goals	Objectives	Strategies	Responsibility
Economic & Property Development: To develop and provide services and programs designed to improve downtown's physical and economic condition while contributing to the growth and financial strength of DID ratepayers and DNC members.	Key Objective: Strengthen the vibrancy of the Arts District and support uses that will make it a dynamic and inviting place	<ul style="list-style-type: none"> • Work with the City to develop a parking strategy and encourage the adoption of the plan for the Arts District • Deliberate branding and marketing utilizing social media to promote • Effective communication tools for property and business owners • Maintain an accurate property inventory • Encourage use of existing grant programs, development of city incentives, and research grant opportunities that add character to the district 	DNC Executive Committee & Board of Directors <ul style="list-style-type: none"> • Arts District Committee
	<hr/> Reinforce authenticity and innovation; to enhance connectivity; and create unique and inviting spaces	<hr/> <ul style="list-style-type: none"> • Improve connectivity • Encourage lighting as a feature of "placemaking" • Enhance placemaking through Plot 2.0, parklets, PARK(ing)! Day, well designed storefronts and signage, pop-up retail and public art • Strategically partner with property and business owners in addition to civic, city, arts and entertainment, and other professional organizations 	<hr/> DNC Executive Committee & Board of Directors <ul style="list-style-type: none"> • Placemaking Committee

Summary – DNC Action Plan – FY 2015

Corporate Goals	Objectives	Strategies	Responsibility
Environment: To assure a friendly, safe, attractive and functional downtown environment.	Key Objective: Provide a high level of service to DID ratepayers and all downtowners	<ul style="list-style-type: none"> • Maintain excellent PSA/CTA program to keep downtown "friendly, safe & spotless" • Be a Public Safety Partner promoting the use of FRED and Escort service in addition to reporting public safety hazards • Be a Hospitable partner with high visibility • Address issues of homelessness and panhandling. • Encourage Responsible Hospitality • Strategic deployment of Ambassadors and Information Kiosk. • Partner with city and businesses to educate and mitigate cigarette waste 	Operations Department
	<hr/> Attract, train and retain high functioning and effective ambassadors.	<hr/> <ul style="list-style-type: none"> • Relevant and frequent Ambassador Training • Competitive benefits and incentives • Supply tools needed for efficiency • Maximum use of Flex Team 	Operations Department
	<hr/> Maximize our benefit to businesses, residents and property owners through melded support and relationships	<hr/> <ul style="list-style-type: none"> • Property Managers Coalition • Advocate for the city to restart Night Vision Alliance • On-going safety and compliance training 	Operations Department

Summary – DNC Action Plan – FY 2015

Corporate Goals	Objectives	Strategies	Responsibility
Marketing, Promotion & Communications: To promote downtown as the regions authentic financial, cultural and entertainment center through enhanced marketing efforts.	Nurture a competitive business environment	<ul style="list-style-type: none"> • Improved consumer website • Targeted marketing campaigns to educate and improve perceptions where appropriate • Special Events • Support to Members • Business & Leadership development 	Marketing, Communications & Special Events
	Foster a positive image of downtown	<ul style="list-style-type: none"> • Marketing & Public Relations that aggressively publicize positive downtown news to include increased social media interaction • Effective and frequent communications • Partner with downtown organizations to both promote their offerings and to leverage additional support • Promote downtown as a neighborhood 	Marketing, Communications & Special Events
	Maintain effective communications	<ul style="list-style-type: none"> • High quality, timely, and relevant communications • Effective and responsible use of social networking and technology to promote downtown • Strategic and focused public relations program • Well designed and coordinated collateral • Credible information resource 	Marketing, Communications & Special Events
	Showcase downtown during the holidays	<ul style="list-style-type: none"> • Refresh and improve all offerings of the Holidays in the City Program including the Grand Illumination Parade • Form partnerships to enhance business engagement. • Create special experiences with mini promotions and street seats to enhance the parade experience • Secure funding to support continuous improvement. 	Marketing, Communications & Special Events

Summary – DNC Action Plan – FY 2015

Corporate Goals	Objectives	Strategies	Responsibility
Corporate Accountability: To provide Downtown Norfolk Council and Special Services District ratepayers with the maximum return on their investment.	Growing a satisfied DNC Membership base	<ul style="list-style-type: none"> • Conduct a review of membership fees and benefits. • Add value to communicate benefits of membership • Leverage the strength and value of our membership. 	DNC Board of Directors & Staff
	Provide an environment conducive to attracting and retaining a qualified, efficient and effective workforce.	<ul style="list-style-type: none"> • Effective use of technology • Highly functioning information management system. • Work flow efficiency • Well-conditioned and maintained equipment, vehicles and tools • Competitive compensation • Employee recognition and appreciation programs 	DNC Board of Directors & Staff
	A well-managed, fiscally responsible organization	<ul style="list-style-type: none"> • Management of assets • Departmental accountability • Flexible yet disciplined processes that help achieve efficiency at all levels • An engaged and inquisitive board of directors 	DNC Board of Directors & Finance, Human Resources and Data Base Management Department

Departmental Responsibility: FY15: EXECUTIVE COMMITTEE & BOARD OF DIRECTORS

RATIONALE / NEED

We are the logical champions for downtown.

Because we operate with a broad vision but also are immersed in the day-to-day details, we bring a unique perspective to the table.

Our membership and DID ratepayers look to us for leadership on policy issues.

"Downtown as a place" and "downtown as a people" has changed dramatically since the implementation of the Downtown Improvement District.

We must continually re-evaluate priorities to be certain that we are meeting the needs of today and to assure that we are positioned to meet the needs of tomorrow.

APPROACH

Use the strength, experience and knowledge of DNC's Board of Directors, our membership, and our broadly based numbers of involved volunteers to better represent the downtown point of view.

STRATEGIES / TACTICS

Board Development

- Actively solicit top level board membership and participation
- Active board engagement and open expression of concerns
- Encourage board participation in other organizations
- Encourage Board participation in Committees

Build Relationships with Elected Leaders

- Maintain both formal and informal contact with elected officials
- Prepare a DNC Brief for Elected Leaders as needed
- Provide board members with an email distribution list for elected representatives

Encourage Young Leadership

- Support DT100

Strengthen & Enhance Relationships with Other Organizations

- Regularly meet with other key organizations that are involved with planning, programming and marketing downtown

Advocacy & Involvement

- Waterside Redevelopment
- Transit service
- Public Safety
- Quality Design
- Zoning, Lighting, & Parking Issues
- Extension of light rail into Virginia Beach
- Art & Design District
- Economic Development Projects

Plan for the Future

- Initiate a strategic visioning process for downtown that builds on the City's Downtown Norfolk 2020 Plan

MEASURABLE OUTCOMES

of board members involved in advocacy efforts

of top-level executives and business owners on the board

Downtown's primary constituents represented on board

of times position stated at public hearing

of letters written to represent DNC position

CORPORATE GOAL

To define key priorities for advocacy that are consistent with established brand and vision by becoming a strong, independent voice for Downtown Norfolk.

OBJECTIVE

Be effective advocates for downtown as a people and downtown as a place.

Departmental Responsibility: FY15: EXECUTIVE COMMITTEE & BOARD OF DIRECTORS

RATIONALE / NEED

There has been growing interest and support for an Arts District for many years.

With the change in zoning to permit additional uses in the Arts District and with the recent update to the parking regulations these opportunities for development in the area are enhanced.

Though regulations have been amended, the area suffers from a lack of quality public spaces.

There is a need and desire to add vibrancy to the Arts District through a variety of methods.

APPROACH

We will work with the Arts District Committee and Sub-Committees to move forward initiatives that are important to the success of the Arts District.

STRATEGIES / TACTICS

Planning

- Work with the City to develop a parking strategy
- Encourage the adoption of the "plan" for the Arts District and support short term tactics

Branding & Marketing

- Launch the brand for the District
- Utilize social media to promote projects and events
- Support programs/events that will draw attention to the district

Communication

- Develop communication tools for property and business owners to stay informed regarding activities in the Arts District

Information Management

- Maintain a property inventory for public art opportunities

Incentive Programs

- Encourage use of the Facade Improvement Grant Program
- Encourage the adoption of City incentives for the Arts District
- Explore other grant opportunities that will add to the character of the District

MEASURABLE OUTCOMES

Number of new businesses in the district

Number of new art installations

Number of events

Investment made in property improvement

Increase in pedestrian activity

Streetscape Enhancements

CORPORATE GOAL

To develop and provide services and programs designed to improve downtown's physical and economic condition while contributing to the growth and financial strength of DID ratepayers and DNC members.

OBJECTIVE

Strengthen the vibrancy of the Arts District and support uses that will make it a dynamic and inviting place.

Departmental Responsibility: FY15: EXECUTIVE COMMITTEE & BOARD OF DIRECTORS

RATIONALE / NEED

We have the only authentic downtown in the region and must work to enhance our assets with initiatives that will create places for people to gather and further establish downtown as a leader in innovation.

Need for quality, well designed storefronts and signage that are inviting and unique to their building.

Community support to test new ideas with short term improvements.

Pedestrian connections between districts in downtown that are comfortable and interesting.

Need for gathering spaces (3rd places) for community interaction.

APPROACH

Work with partners and build community support for all initiatives that support our authentic downtown and enhance the vibrancy.

STRATEGIES / TACTICS

Improve Connectivity

- Encourage strong pedestrian connections between a redeveloped Waterside and the rest of downtown
- Continue to support initiatives to make downtown more "bike friendly"
- Encourage improvements that will strengthen the pedestrian connections with the Arts District.

Lighting

- Continue monthly reports to City regarding condition of street lights with aggressive follow up
- Encourage lighting as a feature of "place making" both in the right-of-way and on private property

Place Making

- Complete the implementation of The Plot II in the Arts District.
- Support the design and implementation of Parklets
- Participate in Park (ing)! Day and other special activities that add vibrancy to Downtown
- Encourage well designed storefronts and signage for all street level businesses
- Support pop-up retail opportunities
- Encourage/advocate for plantings
- Encourage/support public art initiatives in the Arts District

Strategic Partnerships

- Property & Restaurant owners
- City of Norfolk
- Arts & Entertainment Organizations
- Civic & Professional Organizations

MEASURABLE OUTCOMES

% of working street lights

Connectivity with the Arts District

Attractive storefronts & signage

Attractiveness of outdoor dining areas

Number of Parklets

Connectivity elements in Waterside redevelopment plan

CORPORATE GOAL

To develop and provide services, programs and events designed to improve downtown's physical and economic condition while contributing to the growth and financial strength of DID ratepayers and DNC members.

OBJECTIVE

To reinforce authenticity and innovation; to enhance connectivity, and create unique and inviting places.

Departmental Responsibility: FY15: OPERATIONS

RATIONALE / NEED

We cannot do what needs to be done by ourselves. We must partner with constituent groups and others to maximize the benefits of what we do.

Property Managers are key partners in keeping downtown looking good.

Owners and Managers of nighttime establishments have a special responsibility to us and us to them.

Light Rail education for populations new to downtown.

APPROACH

Continue to forge strategic partnerships

Support standing DNC committee meetings of those with private sector individuals with whom we wish to partner.

Assist with safety training for Light Rail as needed.

Partner with City on recycling initiatives as related to DID.

STRATEGIES / TACTICS

Support the Property Manager Coalition

- Send security notices as needed.
- Send traffic alerts as needed.
- Follow up on issues identified at meetings
- Be responsive to inquiries & issues identified by property managers
- Provide information and training to property managers
- Coordinate high quality, relevant programs for coalition

Support the Night Vision Alliance

- Advocate for the City to restart Night Vision training
- Help facilitate discussions with bar owners, city attorney's office, health department and NPD

Assist LRT Safety Training & Compliance

- Maintain close relationship with HRT
- Continue LRT training for ambassadors
- Educate visitors on LRT use & safety
- Distribute LRT Safety brochures
- Report LRT pedestrian/vehicular problem areas within the DID to authorities

MEASURABLE OUTCOMES

Involvement of Property Managers

Proficiency of Ambassadors re LRT Safety

Safety interventions associated with LRT

of alcohol related offenses reported to NPD

Amount of alcohol container litter

Reinstituted Night Vision training program

CORPORATE GOAL

To develop and provide services, programs and events designed to improve downtown's physical and economic condition while contributing to the growth and financial strength of Special Services District ratepayers and Downtown Norfolk Council members.

OBJECTIVE

Maximize our benefit to businesses, residents and property owners through melded support and partnerships.

Departmental Responsibility: FY15: OPERATIONS

RATIONALE / NEED	APPROACH	STRATEGIES / TACTICS	MEASURABLE OUTCOMES	CORPORATE GOAL
<p>To meet the increasing expectations of our ratepayers, we must seek the highest level of professionalism and efficiency from our staff. To do this, we must attract, hire, train and retain the best.</p>	<p>Develop Ambassadors to be subject matter experts in their area.</p> <p>Provide an enjoyable work environment by affording project ownership.</p>	<p>High Quality Ambassador Training</p> <ul style="list-style-type: none"> • Provide weekly training for all Ambassadors. • Review & update the Ambassador Training Manual annually. • Develop an Annual Training Plan based upon organizational needs and community changes. • Stay current with employee evaluations. <hr/> <p>Competitive Benefits & Incentives</p> <ul style="list-style-type: none"> • Continue the shoe/boot purchase plan. • Continue the "Perfect Attendance Bonus Program". • Continue Yearly Anniversary Pins. • Conduct Annual Employee Surveys. • Provide a shift differential for hourly Ambassadors. <hr/> <p>Scope of Performance</p> <ul style="list-style-type: none"> • Continue use of Flex Team employees to ease burden on one team or the other as work load dictates. • Make Ambassadors highly visible through uniform appearance • Develop a work plan and training program to meld two separate operations teams in to one sharing the responsibility of a clean, safe, and friendly downtown. 	<p># of training hours per ambassador</p> <p># of sick days taken on a per employee basis</p> <p># of employees awarded perfect attendance \$\$</p> <p>Ambassador retention rate</p> <p># of customer contacts resulting in positive feedback</p> <p>Amount of shared knowledge of downtown attractions and resources</p> <p>Thoroughness of operational training</p>	<p><i>To develop and provide services, programs and events designed to improve downtown's physical and economic condition while contributing to the growth and financial strength of Special Services District ratepayers and Downtown Norfolk Council members.</i></p> <p>OBJECTIVE</p> <p>Attract and retain knowledgeable, courteous and effective ambassadors.</p>

Departmental Responsibility: FY15: OPERATIONS

RATIONALE / NEED

By supplementing and enhancing basic city services, property owners and businesses within the Downtown Improvement District will see higher returns on their investment in downtown.

It is important that we are highly visible and effective to meet and/or exceed the expectations of our ratepayers.

APPROACH

Continue building strategic partnerships with City departments to help the Ambassadors meet their goals within the DID.

Continue building strategic partnerships & resource deployment with property owners, business owners and residents within the DID.

STRATEGIES / TACTICS

Be a Public Safety Partner

- Maintain a great working relationship with NPD.
- Promote Safety Escort Program & use of FRED.
- Track monthly crime stats and be alert to potential trends.
- Continue partnership with the City to track Urban Eye and Lighting issues.
- Support the Night Vision Program.

Be a Hospitable Partner

- All Ambassadors trained as to provide an unparalleled level of service to our visitors.
- Maintain close working relationship with the hotels & restaurants as well as high visibility around hotels when large groups are in town.
- Be highly visibility at docks when cruise ships are visiting.
- Promote the competitive advantage afforded by the use of FRED.
- Maximize opportunity to use the mobile kiosk.
- Use current technology to gather additional pertinent information to track trends.

Address Homeless & Panhandling Issues

- Work with City to deal with chronically homeless.
- Conduct daily sweeps of frequented areas.
- Intervene to stop aggressive panhandlers.
- Work with businesses to post No Trespassing signs

Support Our Residents

- Give away pet litter bags and dispensers.
- Educate new residents about the DID and City Services.
- Work with Downtown Civic League to address residential issues and Clean & Safe Programs.

MEASURABLE OUTCOMES

Monthly Crime Stats

Homeless Assistance Stats

Panhandling Intervention Stats

Timely Urban Eye & Street Light Reports

FRED Statistics for ridership & mileage

FRED ridership experience response

Pet litter bag replacement stats

CORPORATE GOAL

To develop and provide services, programs and events designed to improve downtown's physical and economic condition while contributing to the growth and financial strength of Special Services District ratepayers and Downtown Norfolk Council members.

OBJECTIVE

Provide a high level of Public Service & Hospitality to DID ratepayers.

Departmental Responsibility: FY15: OPERATIONS

RATIONALE / NEED

By enhancing and supplementing basic city services, property owners and businesses within the DID will see a higher return on their investment in downtown.

It is important that we are highly accountable and that we meet the expectations of our ratepayers.

The most visible aspect of our operations program is measured by establishing and maintaining consistent and high cleanliness standards.

APPROACH

Provide maximum Ambassador coverage throughout the DID.

Continue building strategic partnerships with City departments to help the Ambassadors meet their goals.

Continue building strategic partnerships with property owners, business owners & residents within the DID.

Maximize efficiency & strategic resources.

STRATEGIES / TACTICS

An Excellent CTA Program

- Leverage ratepayer's investment by renewing service contracts.
- Strategically place Trash Cans, Recycle Cans, and Planters
- Remove graffiti within 24 hours.
- Maintain twinkle lights in trees on Granby Street.
- Trim tree limbs as needed.
- Remove gum from sidewalks.
- Power-wash on regular basis
- Monitor cleanliness of HRT & LRT shelters and report discrepancies.
- Regular application of weed and grass herbicides in appropriate areas.

Support our Residents

- Maintain a pet litter bag program.
- Educate new residents about the DID and City services.
- Work with Downtown Civic League to address residential issues as well as Clean & Safe Programs.

Cigarette Litter Program

- Work with businesses to mitigate cigarette waste.
- Partner with City to educate the general public on cigarette litter initiative

Equipment & Vehicle Maintenance

- Extend useful life and minimize down time and repair costs on all equipment through an effective preventative maintenance program.

MEASURABLE OUTCOMES

GSA Contract Renewal

Constituent Feedback

Response time for Urban Eye Report

Incidents of Graffiti

Working Tree Lights

and type of Resident Complaints

Reduction in equipment down time

CORPORATE GOAL

To develop and provide services, programs and events designed to improve downtown's physical and economic condition while contributing to the growth and financial strength of Special Services District ratepayers and Downtown Norfolk Council members

OBJECTIVE

Provide a high level of cleaning services to DID ratepayers.

Departmental Responsibility: FY15: MARKETING, COMMUNICATIONS & SPECIAL EVENTS

RATIONALE / NEED

Increased Business competition from other areas

Strive to decrease office and street level vacancy rate

Provide positive impression for new DT workers and improve impressions of current workers.

Downtown's "cultural center" role is threatened by many options outside of downtown. Many of our businesses (retail and restaurant) benefit from a strong presence of cultural arts and we must maintain.

The number of downtown employees has a direct correlation to the health of our downtown businesses. We must grow this base.

A vibrant business district helps retain and build value of residential properties.

APPROACH

Fiscally responsible, comprehensive approach, effective communications, development of partnerships, effective use of volunteers.

STRATEGIES / TACTICS

Marketing and Communications

- Maintain ongoing communication with residents
- Marketing to support DID education
- Public relations & advertising campaign to improve perceptions where appropriate
- Revamp and improve consumer website
- Marketing Plan – Well articulated & understood by constituents
 - Consumer base
 - Demographics of downtown users
- Update/ refresh targeted campaigns
 - Holidays in the City
 - Downtown Works
 - Reasons
- Assist with transit programs
 - HRT Go Pass
 - Amtrak

Special Events

- GIP & HIC; Fun Spot; Park(ing) Day! ; Restaurant Week; Employee Appreciation Event; Street Entertainment; First Fridays
- Leverage value of existing events
 - Festevents, VAF, Broadway at Chrysler Hall,
- Random Acts of Kindness
- Support the creation of new events that will increase the foot traffic in downtown
- Develop Special Event Grants Program

Membership

- Member Briefing
- Downtown and Dining Guide
- Virginia Green Campaign

Business and Leadership Development

- Member Briefing
- Welcome initiative for new businesses
- Business retention & recruitment efforts
- Education & Training Program
- HRT Business Consortium
- Support the efforts of the DT100

MEASURABLE OUTCOMES

Sales & Revenue for DT Businesses

Household reach of advertising campaign

Customer Satisfaction

Street Level Diversity & Low Vacancy

Office Vacancy Rate

CORPORATE GOAL

To promote downtown as the regions authentic financial, cultural and entertainment center through enhanced marketing efforts.

OBJECTIVE

Nurture a competitive business environment.

Departmental Responsibility: FY15: MARKETING, COMMUNICATIONS & SPECIAL EVENTS

RATIONALE / NEED

Anything negative that happens downtown quickly becomes a headline – and downtown gets blamed. To maintain a positive image of downtown, it is important to balance negativity and continue to show positive momentum by keeping the “good news” in front of the regional consumer.

Positive messaging is a strong business recruitment tool.

Downtown has much to offer – and people need to be consistently reminded of this.

There are many organizations that contribute to a positive image of downtown. DNC is uniquely positioned to leverage partnerships.

APPROACH

Consistent process for media placement, fiscally responsible, strong partnerships, leverage dollars

STRATEGIES / TACTICS

Marketing & Public Relations

- Aggressively publicize positive DT News
- Social Media Interaction
- Construction Messaging
- Targeted media relations
- Be a credible voice for Downtown
- Build Brand Identity for downtown and the organization
- Use research to monitor effectiveness of campaigns.
- Embed videos to website

Communications

- Fast Facts
- Continue to build consumer email list
- Topic targeted E-gram
- Downtown Insights
- Downtown Data
- Include social media on media campaigns: DNC Blog; Instagram; Pinterest; LinkedIn; Twitter; Google+

Strategic Leveraging Partnerships

- City's Dept. of Development & Special Events Office
- Attractions & Arts Community
- Admirals & Tides
- Visit Norfolk
- Norfolk NATO Festival
- Virginia Arts Festival
- Festevents
- HRT
- Seven Venues
- Retail and Restaurant Community

Downtown as a Neighborhood

- Targeted communication to Real Estate Professionals
- Communications to apartment and condo managers

MEASURABLE OUTCOMES

of Articles in Publications

Increase in unique visits to Website

Favorable response to targeted surveys

CORPORATE GOAL

To promote downtown as the regions authentic financial, cultural and entertainment center through enhanced marketing efforts.

OBJECTIVE

Foster a positive image of downtown

Departmental Responsibility: FY15: MARKETING, COMMUNICATIONS & SPECIAL EVENTS

RATIONALE / NEED

A professional and well managed communications program adds to the credibility of the downtown product.

There is an ongoing need to Increase awareness of downtown and what it has to offer.

Strong communication will help members and ratepayers better understand the value of their investment. DNC is involved with so many disparate programs and products; there is a need to constantly strive for consistency in the look and feel of our communications pieces.

APPROACH

Involvement of
Appropriate Staff

Strive for consistency
of look and feel of
DNC
communications.

Use professional
help where needed.

STRATEGIES / TACTICS

High Quality Communication

- Website
 - Consumer component
 - Office leasing and retail component
 - Event Calendar
- Mobile website
- Snap Map
- Email Blasts (FF and Others)
- Mobile Kiosk
- Annual Meeting
- Member Briefing
- HIC Marketing/Promotion
- Welcome kits to new businesses, residents & employees

Public Relations

- Identify and pitch positive downtown stories
- Timely & targeted media releases
- Current Newsroom on Web Site

Well Designed and Coordinated Collateral

- Guide to DT
- Dining Guide
- Downtown Data

Information Resource

- Well Trained Staff
- Programs/Events
- Current & attractive Website

Increased Visibility for PSAs

- Kiosk
- FRED Marketing
- Enhanced Random Acts of Kindness Program

MEASURABLE OUTCOMES

of unique visits
to website

of
E-communications
read

Requests from our
partners to use
E-communications

Attendance at
DNC Events

of PSA
Interactions
with Constituents

of times Kiosk is
used

of unique visits
to mobile website

CORPORATE GOAL

*To promote downtown as the
regions authentic financial,
cultural and entertainment
center through enhanced
marketing efforts.*

OBJECTIVE

Maintain effective
communications and
visibility with
constituents.

Departmental Responsibility: FY15: MARKETING, COMMUNICATIONS & SPECIAL EVENTS

RATIONALE / NEED

An important part of DNC's mission is a vital community of downtown businesses and residents.

Membership in DNC is a way to strengthen that vitality.

Our membership program is a strategy for building community. A strong downtown community builds loyalty to downtown.

Membership is a way to augment our budget allowing us to do more to support downtown.

To build a strong membership program, a consistent, disciplined and methodical approach is needed.

APPROACH

Consistent attention to membership development.

Involvement of appropriate Board & Staff.

STRATEGIES / TACTICS

Membership Development

- Continuous maintenance and updating of prospect list.
- Continuous targeting of prospects with built in accountability of weekly staff review
- Formal welcome program for new businesses
- Use Member Briefings as a tool
- Involve board in membership development efforts
- Offer members social media training
- Audit Membership fees and benefits

Add Value to and Communicate benefits of DNC Membership

- Member Appreciation Event
- Annual Meeting
- Member Briefings
- Member-only communications
- Reduced co-op fees for members
- Fast Fact listing for member events (as space allows)
- Downtown Guide
- Downtown Insights
- Dining Guide
- Networking
- Virginia Green Campaign
- HRT Business Consortium

Efficiently Manage Membership Database

- Strive for 100% accuracy of membership data base

Leverage Strength & Value of Membership

- Calculate what members represent
 - (# of employees etc.)

MEASURABLE OUTCOMES

Increase in # of members

Increase Revenue received from Membership Dues

Increase in attendance at Member Events

Level of Board Involvement

CORPORATE GOAL

To provide Downtown Norfolk Council and Special Services District ratepayers with the maximum return on their investment.

OBJECTIVE

Growing a satisfied DNC Membership base

Departmental Responsibility: FY15: MARKETING, COMMUNICATIONS & SPECIAL EVENTS

RATIONALE / NEED

The holidays for retailers represent a significant percentage of their annual sales. It is important that downtown is positioned to compete in an increasingly challenging marketplace of retail options.

The Grand Illumination Parade has grown to be one of the region's largest and most cherished events. It serves as a regional reminder that downtown is a holiday tradition and a place to spend money and be entertained during the holidays. It is important to keep this event fresh with new offerings and activities.

APPROACH

Fiscally responsible planning process, staff cooperation (Team Effort)
Well trained and creative Volunteers

STRATEGIES / TACTICS

Pre-parade Entertainment

- Pre-parade Planning Committee. - Chair sits on steering committee
 - Begin recruiting process in Spring
 - Partner with Arts Organizations
 - Entertainment strategically placed along the parade route to enhance the experience before the parade

Parade Participants/ Units

- Be strategic in selection of steering Committee members. Think of talent needed and work hard to fill those needs.
- Effectively utilize volunteers with parade units and along the parade route
- Encourage greater quality & appearance of units
- Encourage tow vehicles to be completely covered.
- New judging criteria

New Elements

- Parade Grand Marshal
- Refreshed Cider Party

Volunteers

- Maintain strong organizational model for steering committee
- Find and train volunteers to meet the expectations
- Recruit new Steering Committee members for fresh ideas
- Effective training program
- New location for participant meeting
- Provide better training for police
- Outside support for parade production
- Consultant volunteer support

MEASURABLE OUTCOMES

Attendance at parade

of Positive Media Stories

of Public Service Announcements

Increase in Partnerships

Positive Impact to downtown businesses

of Cool Jack Appearances

CORPORATE GOAL

To provide Downtown Norfolk Council and Special Services District ratepayers with the maximum return on their investment.

OBJECTIVE

To provide continuous improvement of Grand Illumination Parade.

Departmental Responsibility: FY15: MARKETING, COMMUNICATIONS & SPECIAL EVENTS

RATIONALE / NEED

The holidays are the busiest retail time of the year and it is important to provide programming that keeps downtown in the public eye and makes it a competitive choice for holiday shopping.

During the holidays, a special emphasis should be put on making downtown a destination that is beautiful, active and entertaining.

DNC has an opportunity to add value to our downtown businesses through co-op programs while at the same time leveraging the dollars spent by DNC.

Most arts organizations have holiday programming. Holidays in the City serves as the marketing umbrella to bring all of these activities together.

APPROACH

Fiscally responsible planning process.

Encourage other organizations to create holiday programming.

Targeted efforts to gain more small business participation.

STRATEGIES / TACTICS

Holidays in the City Program

- Refresh Brand
- Involve new people, new ideas and new creativity
- Increase and improve PR
- Increased Social Media
- Holiday co-op program
- Communication to businesses and residents
- HIC Planning meetings with Portsmouth
- Increased partnership with Arts Organizations

Extend the Experience - Events

- Enhanced Train Display
 - New location and extended hours
- Random Acts of Kindness
- Increase number of holiday events produced by others.
- Random Acts of Culture
- Caroling Event at MacArthur Square
- Holiday Market partnership
- Festive Fridays at MacArthur Square

Holiday Placemaking

- Building Illumination
- Lighted Trees
- Enhance holiday décor throughout downtown
- Strolling Musicians
- Window/Door and lobby decorations
- Partner to enhance MacArthur Square decor

MEASURABLE OUTCOMES

Attendance at events

of Positive Media Stories

of Public Service Announcements

Increase in Partnerships

Holiday Retail Sales

of Cool Jack Appearances

of "true" holiday events during HIC

CORPORATE GOAL

To provide Downtown Norfolk Council and Special Services District ratepayers with the maximum return on their investment.

OBJECTIVE

To extend the Holidays in the City Experience.

Departmental Responsibility: FY15: MARKETING, COMMUNICATIONS & SPECIAL EVENTS

RATIONALE / NEED

For Holidays in the City to remain a regional tradition and asset, it must be funded at a level that allows us to continue to enhance and expand upon our offerings.

To make this happen, we need to aggressively build relationships with potential sponsors and to maintain effective and strategic ongoing communications.

APPROACH

Fiscally responsible planning process, staff cooperation.
(Team Effort)

Focus on where we get the "greatest bang for the creative buck."

STRATEGIES / TACTICS

Solicitation

- Be more aware of industry trends and be alert to every opportunity
- Research other downtown holiday events – find out what national companies they have as sponsors and contact if relevant
- Manage qualified list of potential sponsors
- Start sponsor solicitation in First Quarter
- Invite potential sponsors to key activities/events throughout the year
- Increase in-kind & trade sponsorships
- Event for potential and previous sponsors

Marketing/Communications

- Create many opportunities to provide "stories" to the media
- Increase media partnerships for more sponsor visibility
- Use social media to a greater advantage
- Save the Date postcard to previous and potential sponsors
- GIP/ HIC teasers – balloon reveal, Christmas in July

Sponsor Fulfillment

- Meet Sponsor's expectations by tailoring proposals to needs
- Use check list to manage sponsor benefits
- Provide a detailed Proof of Performance for HIC / GIP sponsors

MEASURABLE OUTCOMES

Increase in sponsorship dollars

Returning sponsors

Increase in Partnerships

of new significant sponsors @ \$5,000 level

Board Involvement

CORPORATE GOAL

To provide Downtown Norfolk Council and Downtown Services District ratepayers with the maximum return on their investment.

OBJECTIVE

Increase sponsorship for Holidays in the City and the Grand Illumination Parade.

Departmental Responsibility: FY15: FINANCE, HUMAN RESOURCES & DATABASE MANAGEMENT

RATIONALE / NEED

Everyone in the office has multiple priorities. To assure an efficient and timely response to our constituents, the office must operate at maximum efficiency and the Finance function is critical to that efficiency.

Our constituency is broad and diverse. We need to be able to respond quickly, accurately, and efficiently to constituent needs and a strong, knowledgeable support system and staff that allows us to do that.

Well-functioning equipment enhances productivity and efficiency.

Finance is the quasi-department that provides open books, as well as serving as the information clearing house for a variety of communication methods.

APPROACH

Establish quality controls and defined responsibilities to gain a public trust that the information we provide is thorough and accurate.

STRATEGIES / TACTICS

Information Technology

- Continue on-line event registration and enhance on-line application process for GIP units, vendors, entertainment, volunteers and online payment system
- Upgrade hardware and software to maximum efficiency for resources available
- Continuous improvement training for staff
- Maintain effective quality controls
- Reserch full scale on line payment system for items beyond the scope of event registration

Information Management

- Continue analyzing database management procedures and controls and improve as needed
- Maintain quality controls and accountability
- Update S.O.P.s as necessary
- Track/reduce number of returned mail and e-mail items
- Reserch updated CMS for all data collection, reporting, and use

Information Resource

- Gather "need to know" information and distribute it to other staff

Work-Flow Efficiency

- Provide optimum levels of staff support to all departments
- Flexible scheduling to cover needed tasks
- Maintain a high level of communication with all departments
- Maintain electronic filing system
- Continued evaluation of scheduled replacement of equipment
- Maintain office equipment at the highest level possible within our fiscal constraints

MEASURABLE OUTCOMES

Consistent accuracy with on-line registration

Scheduled training sessions

Reduction with # of e-mail and postal returned items

of tickets for equipment and system service

of up to date S.O.P.s

Response time for inquiries

of complaints for malfunctioning equipment

CORPORATE GOAL

To assure that Downtown Norfolk Council is visible in the community and accountable to its members and to all who have placed trust in Downtown Norfolk Council's ability to effectively manage their resources

OBJECTIVE

Increase our efficiency and our ability to satisfy and respond to our constituents.

Departmental Responsibility: FY15: FINANCE, HUMAN RESOURCES & DATABASE MANAGEMENT

RATIONALE / NEED

Being the custodian of someone else's money carries a huge responsibility. We are beholden to that public trust and accountable to all.

It is critical that we maintain accurate systems and reporting methods to ensure that we support our work product without question to those who fund it.

We have a responsibility to our constituents to be accountable.

APPROACH

Maximize the potential of our accounting software and promote departmental accountability with effective asset management.

STRATEGIES / TACTICS

Asset Management

- Inventory controls
- Weekly review/ management of receivables
- Reserve for replacement of depreciable assets
- Timely billing and deposits
- Continue evaluating cloud software registration rather than independent licenses
- Establish an office relocation strategy

Departmental Accountability

- Manager approval of departmental expenditures
- Monthly departmental review of budget variance
- Quarterly projections
- Annual budget planning

Accountability to Board & Constituents

- Accurate and thorough reporting of monthly financial position
- Open book policy
- Accurate and thorough preparation for auditors
- Adherence to established accounting principles and policies
- Effective property owner list and reporting
- Audit taxable district properties for accuracy

MEASURABLE OUTCOMES

Low accounts receivable

Return on Investment

Clean audit management letter

Low # of audit adjustments

Adherence to budget

Accurate inventory at all times

Reliable reporting to Board & Managers

CORPORATE GOAL

To assure that Downtown Norfolk Council is visible in the community and accountable to its members and to all who have placed trust in Downtown Norfolk Council's ability to effectively manage their resources

OBJECTIVE

Maintain fiscal responsibility

Departmental Responsibility: FY15: FINANCE, HUMAN RESOURCES & DATABASE MANAGEMENT

RATIONALE / NEED

Need for high quality employees to carry out the goals of the organization.

Productivity is higher when employees feel valued and appreciated.

A good employee attitude is contagious.

APPROACH

Using sound employment practices manage a recruitment process supportive of the hiring and retaining of a qualified and diverse staff and provide benefits and incentives that support our objective.

STRATEGIES / TACTICS

Competitive Benefit & Incentive Package

- Evaluate existing benefit programs
 - Continue evaluating 401(k) investment offerings
- Be as competitive as our budget will allow
- Maintain motivational programs
- Maintain annual "length of service," attendance and recruitment recognition programs
- Maintain an open-door policy with all employees
- Continue to shop benefit plans
- Research best practices
- Maintain effective training and career development programs
- Continue team building and leadership development programs
- Develop comprehensive compensation plan that balances assets

Communicate Expectations

- Publish and distribute a comprehensive personnel manual
- Facilitate successful employee integration by conducting an orientation program with all new employees
- Maintain an effective, consistent, and timely evaluation process
- Continually evaluate labor market information and trends
- Assure compliance with applicable labor laws
- Publish S.O.P.s

MEASURABLE OUTCOMES

Low employee turnover

Staff survey results

Competitive benefits and incentives

S.O.P.s always up to date

Current Personnel Manual

CORPORATE GOAL

To assure that Downtown Norfolk Council is visible in the community and accountable to its members and to all who have placed trust in Downtown Norfolk Council's ability to effectively manage their resources

OBJECTIVE

Provide an environment conducive to attracting and retaining a qualified and effective workforce.

APPROVED OPERATING BUDGET

**Downtown
NORFOLK** dn

Downtown Norfolk Council

Presented to DNC Board of Directors
May 14, 2014

	B	C	D	E	F	G	H	I	J
	Budget Category	Year to Date Actuals	Projected Year End Actuals	Projected Variance to Budget	Explanation for Projection Variance	Amended Budget fy13-14	Proposed Budget fy14-15	Variance to fy13-14 Amended Budget	Explanation for Budget Variance
1		As of 03/31/14	As of 03/31/14	Favorable / (Unfavorable)				Favorable / (Unfavorable)	
2									
3	Revenue								
4	Restricted Revenue								
5	DID Contract Revenue	\$ 12,075	\$ 16,215	\$ 215		\$ 16,000	\$ 16,215	\$ 215	
8	Downtown Improvement District Contract	\$ 794,727	\$ 1,530,416	\$ 0		\$ 1,530,416	\$ 1,605,310	\$ 76,521	Projected 5% increase of DID value - 95% of City budget line
9	Retail Co-op Fees	\$ 7,850	\$ 9,000	\$ -		\$ 9,000	\$ 13,400	\$ 4,400	
10	Retail/Restaurant Co-Op Rev	\$ 3,900	\$ 6,500	\$ -		\$ 6,500	\$ 10,400	\$ 3,900	Co-op Ad production includes Winter program
11	Downtown Guide	\$ 3,950	\$ 2,500	\$ -		\$ 2,500	\$ 3,000	\$ 500	
12	Special Promotion & Sponsorship	\$ 63,297	\$ 67,910	\$ 25,910		\$ 42,000	\$ 54,000	\$ 12,000	
13	Restaurant Week	\$ 31,930	\$ 31,930	\$ (2,570)	Sponsorship & participation less than anticipated	\$ 34,500	\$ 32,000	\$ (2,500)	Reduced restaurant participation; DNC underwrites \$9,000 of program expense
14	First Fridays	\$ 31,367	\$ 35,980	\$ 28,480	Beverage sales and sponsorship exceeded expectations - Will produce 6 events instead of 5; Projected Net program \$10,000	\$ 7,500	\$ 22,000	\$ 14,500	Budget adjustment based on actual history; DNC underwrites \$30,000 of program expense
15									
16	Total Restricted Revenue	\$ 877,949	\$ 1,623,541	\$ 26,125		\$ 1,597,416	\$ 1,690,552	\$ 93,136	
17	Unrestricted Revenue								
18	Annual Meeting	\$ 14,180	\$ 49,000	\$ -		\$ 49,000	\$ 46,000	\$ (3,000)	Increased sponsorship reduced individual ticket sales
19	Public Funding	\$ 45,000	\$ 60,000	\$ -		\$ 60,000	\$ 60,000	\$ -	
20	Member Briefings	\$ 1,975	\$ 2,500	\$ -		\$ 2,500	\$ 3,250	\$ 750	
21	Holidays In The City	\$ 113,190	\$ 113,190	\$ (2,610)	Net Program \$8,700	\$ 115,800	\$ 110,000	\$ (5,800)	Co-op Ad revenue placed within Winter program of Retail Co-op Fees
22	Downtown Guide	\$ -	\$ 2,500	\$ -		\$ 2,500	\$ 3,000	\$ 500	
23	Downtown 100 Dues	\$ 2,055	\$ 3,400	\$ (200)		\$ 3,600	\$ 3,400	\$ (200)	
24	Interest & Misc. Income	\$ 2,562	\$ 3,850	\$ (431)		\$ 4,281	\$ 3,900	\$ (381)	
27	Membership Dues	\$ 67,744	\$ 78,000	\$ -		\$ 78,000	\$ 78,000	\$ -	
28	Total Unrestricted Revenue	\$ 246,706	\$ 312,440	\$ (3,241)		\$ 315,681	\$ 307,550	\$ (8,131)	
29									
30	Total Revenue	\$ 1,124,655	\$ 1,935,981	\$ 22,884		\$ 1,913,097	\$ 1,998,102	\$ 85,005	
31									
32	Expenses								
33	Public Safety & Hospitality								
34	Bicycles	\$ -	\$ 400	\$ -		\$ 400	\$ 400	\$ -	
35	Cellular	\$ 2,461	\$ 2,690	\$ 1,810	Changed cell phone plan	\$ 4,500	\$ 6,800	\$ (2,300)	Budget adjustment
36	Kiosk Supplies & Maintenance	\$ 155	\$ 250	\$ -		\$ 250	\$ 300	\$ (50)	
38	Meeting Expense	\$ 50	\$ 100	\$ -		\$ 100	\$ 100	\$ -	
40	Program Equipment & Supplies	\$ 52	\$ 500	\$ -		\$ 500	\$ 500	\$ -	
43	Data Collection	\$ 4,474	\$ 6,300	\$ 200		\$ 6,500	\$ 5,684	\$ 816	
44	Radios	\$ 751	\$ 1,235	\$ -		\$ 1,235	\$ 1,235	\$ -	
47	Training & Development	\$ 599	\$ 599	\$ 1		\$ 600	\$ 650	\$ (50)	
50	Travel	\$ 738	\$ 739	\$ 261		\$ 1,000	\$ 825	\$ 175	
54	Uniform	\$ 2,420	\$ 3,284	\$ 416		\$ 3,700	\$ 6,300	\$ (2,600)	Uniform re-branding
58	Vehicle - FRED	\$ 3,397	\$ 6,761	\$ (2,611)	Unforeseen motor replacement along with new canopy cover	\$ 4,150	\$ 4,150	\$ -	
62	Salaries, Taxes & Benefits	\$ 177,603	\$ 245,766	\$ (5,400)	Benefit participation greater than anticipated	\$ 240,366	\$ 244,760	\$ (4,394)	Allows for 3% COLA
69	Workers' Comp Insurance	\$ 8,561	\$ 8,599	\$ -		\$ 8,599	\$ 8,912	\$ (313)	
70	401(k) Contribution	\$ 2,695	\$ 4,100	\$ -		\$ 4,100	\$ 4,161	\$ (61)	
71	Hiring Expense	\$ -	\$ -	\$ 1,000		\$ 1,000	\$ 1,000	\$ -	

	B	C	D	E	F	G	H	I	J
1	Budget Category	Year to Date Actuals	Projected Year End Actuals	Projected Variance to Budget	Explanation for Projection Variance	Amended Budget fy13-14	Proposed Budget fy14-15	Variance to fy13-14 Amended Budget	Explanation for Budget Variance
2		As of 03/31/14	As of 03/31/14	Favorable / (Unfavorable)				Favorable / (Unfavorable)	
73	Total Expense: Public Safety & Hospitality	\$ 203,956	\$ 281,322	\$ (4,322)		\$ 277,000	\$ 285,777	\$ (8,777)	
74	Public Space							\$ -	
75	Cellular	\$ 2,530	\$ 4,634	\$ (1,634)		\$ 3,000	\$ 1,600	\$ 1,400	Budget adjustment
76	Machines Expense	\$ 6,856	\$ 12,600	\$ 1,000	Projected fuel expenses less than anticipated	\$ 13,600	\$ 13,100	\$ 500	
80	Brochures & Pamphlets	\$ -	\$ -	\$ -				\$ -	
81	Program Equipment & Supplies	\$ 9,145	\$ 11,150	\$ (1,700)	Doggie pot replacement earlier than expected	\$ 9,450	\$ 9,450	\$ -	
86	Radios	\$ 750	\$ 1,355	\$ -		\$ 1,355	\$ 1,355	\$ -	
91	Training & Development	\$ 599	\$ 583	\$ 67		\$ 650	\$ 700	\$ (50)	
94	Trash Receptacles	\$ -	\$ 1,500	\$ -		\$ 1,500	\$ 1,000	\$ 500	
95	Travel Expense	\$ 738	\$ 739	\$ 261		\$ 1,000	\$ 825	\$ 175	
99	Truck Expenses	\$ 7,474	\$ 10,514	\$ 2,359	Projected fuel expenses less than anticipated	\$ 12,873	\$ 10,873	\$ 2,000	
108	Uniforms	\$ 2,266	\$ 2,983	\$ 1,817	Uniform variance carried over for re-branding	\$ 4,800	\$ 7,300	\$ (2,500)	Uniform re-branding
112	Salaries, Taxes and Benefits	\$ 155,039	\$ 211,334	\$ 966		\$ 212,300	\$ 215,473	\$ (3,173)	Allows for 3% COLA
119	Workers' Comp Insurance	\$ 5,512	\$ 5,512	\$ -		\$ 5,512	\$ 5,540	\$ (28)	
120	401(k) Contribution	\$ 1,698	\$ 2,924	\$ -		\$ 2,924	\$ 2,973	\$ (49)	
121	Hiring Expense	\$ -	\$ -	\$ 500		\$ 500	\$ 500	\$ -	
122	Miscellaneous	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
123	Total Expense: Public Space	\$ 192,607	\$ 265,828	\$ 3,636		\$ 269,464	\$ 270,689	\$ (1,225)	
124								\$ -	
125	Operations Flex Team								
126	Uniforms	\$ 1,965	\$ 2,965	\$ 1,035	Uniform variance carried over for re-branding	\$ 4,000	\$ 5,400	\$ (1,400)	Uniform re-branding
130	Salaries, Taxes and Benefits	\$ 75,002	\$ 104,791	\$ 3,614	Staffing fluctuations	\$ 108,405	\$ 115,022	\$ (6,617)	Allows for 3% COLA
136	Workers' Comp Insurance	\$ 2,363	\$ 2,363	\$ -		\$ 2,363	\$ 2,373	\$ (10)	
137	401(k) Contribution	\$ 958	\$ 864	\$ (63)		\$ 801	\$ 865	\$ (64)	
138	Hiring Expense	\$ 25	\$ 300	\$ 300		\$ 600	\$ -	\$ 600	
139	Miscellaneous	\$ -	\$ -	\$ -				\$ -	
140	Total Expense: Operations Flex Team	\$ 80,313	\$ 111,283	\$ 4,886		\$ 116,169	\$ 123,660	\$ (7,491)	
141								\$ -	
142	Marketing & Special Events							\$ -	
143	Membership & Special Events							\$ -	
144	Annual Meeting	\$ 500	\$ 38,600	\$ -		\$ 38,600	\$ 35,700	\$ 2,900	Menu change allows reduced catering cost
145	Annual report	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
146	Cellular	\$ 652	\$ 1,000	\$ 200		\$ 1,200	\$ 600	\$ 600	
147	Downtown 100 Expenses	\$ 1,214	\$ 3,000	\$ 400		\$ 3,400	\$ 3,000	\$ 400	
148	Member Briefings	\$ 2,897	\$ 5,400	\$ (300)		\$ 5,100	\$ 6,500	\$ (1,400)	Budgeted for January event
149	Holiday's In The City	\$ 104,381	\$ 104,469	\$ (1,619)	Opted not to conduct survey; Net Program \$8,700	\$ 102,850	\$ 102,300	\$ 550	
150	Membership Development	\$ 749	\$ 1,250	\$ -		\$ 1,250	\$ 1,250	\$ -	
151	Downtown Guides	\$ 253	\$ 10,650	\$ -		\$ 10,650	\$ 10,650	\$ -	
160	Training & Development	\$ 481	\$ 357	\$ 43		\$ 400	\$ 900	\$ (500)	
163	Travel	\$ 656	\$ 656	\$ 544		\$ 1,200	\$ 1,550	\$ (350)	
167	Web Site	\$ 300	\$ 2,675	\$ -		\$ 2,675	\$ 5,000	\$ (2,325)	Budgeted rebuild
168	Salaries, Taxes & Benefits	\$ 59,453	\$ 80,506	\$ 1,358	Change in health care plan allows less premium	\$ 81,864	\$ 81,260	\$ 604	
172	Workers' Comp Insurance	\$ 261	\$ 104	\$ -		\$ 104	\$ 104	\$ -	

	B	C	D	E	F	G	H	I	J
1	Budget Category	Year to Date Actuals	Projected Year End Actuals	Projected Variance to Budget	Explanation for Projection Variance	Amended Budget fy13-14	Proposed Budget fy14-15	Variance to fy13-14 Amended Budget	Explanation for Budget Variance
2		As of 03/31/14	As of 03/31/14	Favorable / (Unfavorable)				Favorable / (Unfavorable)	
173	401(k) Contribution	\$ -	\$ 201	\$ -		\$ 201	\$ 207	\$ (6)	
174	Hiring Expense	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
175	Sub-Total Dept Expense: Membership	\$ 171,797	\$ 248,868	\$ 626		\$ 249,494	\$ 249,021	\$ 473	
176								\$ -	
177	DID Marketing							\$ -	
178	Cellular	\$ 1,210	\$ 1,800	\$ 500		\$ 2,300	\$ 690	\$ 1,610	Budget adjustment
179	Consumer Advertising & Promotion	\$ 52,372	\$ 110,000	\$ -		\$ 110,000	\$ 141,400	\$ (31,400)	New digital campaign and rebranding effort
187	Placemaking	\$ 2,666	\$ 10,000	\$ -		\$ 10,000	\$ 11,000	\$ (1,000)	
188	Surveys	\$ -	\$ -	\$ 15,000	Will carryover unused funds to support fy15 targeted surveys	\$ 15,000	\$ -	\$ 15,000	Will use funds carried over from fy14 for targeted surveys
193	Growth Report	\$ -	\$ 1,500	\$ -		\$ 1,500	\$ -	\$ 1,500	
194	Downtown Guides	\$ 253	\$ 10,650	\$ -		\$ 10,650	\$ 10,650	\$ -	
204	Meeting Expense	\$ 275	\$ 500	\$ -		\$ 500	\$ 500	\$ -	
205	HIC Decoration, Street Sound & Storage	\$ 23,189	\$ 24,164	\$ (1,764)	Additional cost for holiday lighting	\$ 22,400	\$ 27,200	\$ (4,800)	Increased costs for holiday decoration installation and storage for tree at MacArthur Square
209	Special Promotions	\$ 91,520	\$ 104,579	\$ (18,079)		\$ 86,500	\$ 113,000	\$ (26,500)	First Friday expenses based on actual with DNC underwriting \$30,000
214	Public Relations	\$ 5,351	\$ 7,200	\$ -		\$ 7,200	\$ 10,000	\$ (2,800)	Increasing DNC visibility
220	Training & Development	\$ 356	\$ 700	\$ -		\$ 700	\$ 1,200	\$ (500)	
223	Travel Expense	\$ 816	\$ 816	\$ 384		\$ 1,200	\$ 1,550	\$ (350)	
227	Web Site	\$ 900	\$ 8,025	\$ -		\$ 8,025	\$ 15,000	\$ (6,975)	Budgeted rebuild
228	Salaries, Taxes & Benefits	\$ 95,537	\$ 132,067	\$ 189	Change in health care plan allows less premium	\$ 132,256	\$ 137,306	\$ (5,050)	
235	Workers' Comp Insurance	\$ 261	\$ 208	\$ -		\$ 208	\$ 210	\$ (2)	
236	401(k) Contribution	\$ -	\$ 1,808	\$ -		\$ 1,808	\$ 1,862	\$ (54)	
237	Hiring Expense	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
238	Sub-Total Dept Expense: DID Marketing	\$ 274,708	\$ 414,017	\$ (3,770)		\$ 410,247	\$ 471,569	\$ (61,322)	
239	Total Marketing & Special Events	\$ 446,505	\$ 662,885	\$ (3,144)		\$ 659,741	\$ 720,589	\$ (60,848)	
240	Placemaking Support	\$ 21,652	\$ 28,721	\$ 2,665		\$ 31,385	\$ 70,073	\$ (38,688)	Re-hire staff member for balanced support
241	Administrative	\$ -	\$ -	\$ -		\$ -	\$ 3,100	\$ (3,100)	
247	Marketing	\$ -	\$ -	\$ -		\$ -	\$ 5,000	\$ (5,000)	
254	Meeting Expense	\$ 41	\$ 41	\$ (41)		\$ -	\$ 500	\$ (500)	
255	Contract Expense	\$ 9,431	\$ 9,430	\$ 570	Downtown Works Retail Mix report	\$ 10,000	\$ 10,000	\$ -	
256	Programming Contract-ADD	\$ 9,062	\$ 9,062	\$ 938		\$ 10,000	\$ 10,000	\$ -	
258	Salary, Taxes & Benefits	\$ 12,180	\$ 19,211	\$ 2,155	Fluctuation with Arts District staff support	\$ 21,365	\$ 50,106	\$ (28,741)	
264	Workers' Comp	\$ -	\$ 39	\$ (19)		\$ 20	\$ 69	\$ (49)	
265	401(k) Contribution	\$ -	\$ -	\$ -		\$ -	\$ 1,298	\$ (1,298)	
266	Hiring Expense	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
267	Placemaking Support	\$ 21,652	\$ 28,721	\$ 2,665		\$ 31,385	\$ 70,073	\$ (38,688)	
268	Allocated Administrative Expense							\$ -	
269	H/R & Staff Development	\$ 4,840	\$ 6,365	\$ (1,365)		\$ 5,000	\$ 6,000	\$ (1,000)	Based on actual
272	Salaries, Taxes & Benefits	\$ 200,653	\$ 275,334	\$ 546		\$ 275,880	\$ 282,977	\$ (7,097)	Allows for 3% COLA

	B	C	D	E	F	G	H	I	J
1	Budget Category	Year to Date Actuals	Projected Year End Actuals	Projected Variance to Budget	Explanation for Projection Variance	Amended Budget fy13-14	Proposed Budget fy14-15	Variance to fy13-14 Amended Budget	Explanation for Budget Variance
2		As of 03/31/14	As of 03/31/14	Favorable / (Unfavorable)				Favorable / (Unfavorable)	
282	Workers' Comp Insurance	\$ 435	\$ 435	\$ 46		\$ 481	\$ 482	\$ (1)	
283	401(k) Contribution	\$ 3,598	\$ 4,648	\$ 1,065	Participation less than anticipated	\$ 5,713	\$ 5,801	\$ (88)	
284	Travel, Education & Entertainment	\$ 7,556	\$ 7,556	\$ 144		\$ 7,700	\$ 7,190	\$ 510	One attendee to IDA w/ 3 attendees to City Xpo
290	Hiring Expense	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
291	Total Expense: Allocated Administrative	\$ 217,082	\$ 294,338	\$ 436		\$ 294,774	\$ 302,450	\$ (7,676)	
292								\$ -	
293	Allocated Overhead Expenses							\$ -	
294	Bank Charges	\$ 5,042	\$ 5,752	\$ (652)		\$ 5,100	\$ 4,200	\$ 900	
295	Computer Hardware & Supplies	\$ 1,012	\$ 440	\$ (140)		\$ 300	\$ 300	\$ -	
296	Computer Network Maintenance	\$ 2,981	\$ 7,094	\$ (3,094)	Additional network support to update server software not budgeted	\$ 4,000	\$ 3,000	\$ 1,000	Based on actual
297	Computer Training & Software	\$ 2,497	\$ 2,647	\$ (505)		\$ 2,142	\$ 2,142	\$ -	
298	Database Management	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
299	Dues, Subscriptions & Publications	\$ 2,580	\$ 2,797	\$ (167)		\$ 2,630	\$ 3,025	\$ (395)	
302	Forms & Stationery	\$ 869	\$ 1,500	\$ -		\$ 1,500	\$ 1,500	\$ -	
303	Insurance	\$ 12,392	\$ 13,293	\$ (1,185)		\$ 12,108	\$ 13,403	\$ (1,295)	
307	Meeting Expense - General/Board	\$ 1,462	\$ 2,400	\$ -		\$ 2,400	\$ 2,400	\$ -	
308	Office Equipment Maintenance & Supplies	\$ 479	\$ 1,559	\$ (159)		\$ 1,400	\$ 1,400	\$ -	
311	Office Lease	\$ 11,864	\$ 16,300	\$ 700		\$ 17,000	\$ 17,000	\$ -	
312	Office Supplies	\$ 7,718	\$ 10,500	\$ -		\$ 10,500	\$ 10,500	\$ -	
313	Parking	\$ 13,013	\$ 18,060	\$ -		\$ 18,060	\$ 21,500	\$ (3,440)	Increased monthly transit pass rates
314	Postage	\$ 1,373	\$ 3,445	\$ -		\$ 3,445	\$ 3,445	\$ -	
319	Professional Services - Accounting	\$ 16,300	\$ 16,300	\$ -		\$ 16,300	\$ 16,800	\$ (500)	
320	Professional Services - Legal	\$ 3,420	\$ 5,000	\$ -		\$ 5,000	\$ 5,000	\$ -	
321	Reproduction	\$ 8,111	\$ 13,177	\$ 0		\$ 13,177	\$ 13,177	\$ 0	
326	Telephone Expense	\$ 6,623	\$ 9,000	\$ 3,000		\$ 12,000	\$ 7,632	\$ 4,368	Budget adjustment
327	Miscellaneous & Recognitions	\$ 214	\$ 270	\$ (20)		\$ 250	\$ 250	\$ -	
331	Total Expense: Allocated Overhead	\$ 97,951	\$ 129,534	\$ (2,222)		\$ 127,312	\$ 126,674	\$ 638	
332								\$ -	
333								\$ -	
334	Sub-Total: Expenses	\$ 1,260,065	\$ 1,773,910	\$ 1,935		\$ 1,775,845	\$ 1,899,911	\$ (124,066)	
335								\$ -	
336	Net Income / Loss Before Reserve for Replacement	\$ (135,410)	\$ 162,071	\$ 24,819		\$ 137,252	\$ 98,190	\$ 39,061	
337	Reserve For Replacement	\$ 27,500	\$ 30,000	\$ -		\$ 30,000	\$ 50,000	\$ (20,000)	
338	Depreciation - Operations	\$ 24,200	\$ 26,100	\$ -		\$ 26,100	\$ 43,500	\$ (17,400)	
339	Depreciation - DNC	\$ 3,300	\$ 3,900	\$ -		\$ 3,900	\$ 6,500	\$ (2,600)	
340	Total Expense	\$ 1,287,565	\$ 1,803,910	\$ 1,935		\$ 1,805,845	\$ 1,949,911	\$ (144,066)	
341								\$ -	
346	Net Income / Loss Before Other Expenses	\$ (162,910)	\$ 132,071	\$ 24,819		\$ 107,252	\$ 48,190	\$ (59,061)	

	B	C	D	E	F	G	H	I	J
	Budget Category	Year to Date Actuals	Projected Year End Actuals	Projected Variance to Budget	Explanation for Projection Variance	Amended Budget fy13-14	Proposed Budget fy14-15	Variance to fy13-14 Amended Budget	Explanation for Budget Variance
1									
2		As of 03/31/14	As of 03/31/14	Favorable / (Unfavorable)				Favorable / (Unfavorable)	
347	Key Objectives							\$ -	
348	Key Objectives	\$ 37,287	\$ 87,500	\$ -	Increased board funding to support additional key objective initiatives	\$ 87,500	\$ 100,000	\$ (12,500)	Downtown Strategic Vision; Economic Development Support; Plot; Art & Design District program support
349								\$ -	
350	Total Expense: Key Objectives	\$ 37,287	\$ 87,500	\$ -		\$ 87,500	\$ 100,000	\$ (12,500)	
351								\$ -	
352	Net Income / Loss Before Other Expenses	\$ (200,197)	\$ 44,571	\$ 24,819		\$ 19,752	\$ (51,810)	\$ (71,561)	
353	Approved Expenditures from Fund Balance							\$ -	
354	Board Approved Other Exp	\$ 26,736	\$ 41,736	\$ 18,264		\$ 60,000	\$ 35,000	\$ 25,000	
355	Façade Grant Funding	\$ 35,506	\$ 40,000	\$ -		\$ 40,000	\$ 40,000	\$ -	
356	Opportunity Fund	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
357	Total Board Approved Other Expense	\$ 62,242	\$ 81,736	\$ 18,264		\$ 100,000	\$ 75,000	\$ 25,000	
358	Adjusted Use of Fund Balance	\$ (262,439)	\$ (37,165)	\$ 43,083		\$ (80,248)	\$ (126,810)	\$ (46,561)	
359									

APPROVED

CAPITAL

EXPENDITURE

BUDGET

Downtown
NORFOLK 

Downtown Norfolk Council

Presented to DNC Board of Directors
May 14, 2014

**Downtown Norfolk Council
Capital Expenditure Replacement Fund**

Capital Expenditure Budget for FY13-14 with prior year comparatives					Projections Based On 2014 - 2018 Capital Expenditure Program			
	12/13	13/14	13/14	Increase	14-15	15-16	16-17	17-18
	Actual	Budget	YTD Actual	(Decrease)	Projected Cumulative Funding and Utilization	Projected Cumulative Funding and Utilization	Projected Cumulative Funding and Utilization	Projected Cumulative Funding and Utilization
Beginning Fund Balance	75,503	71,876	71,876		47,749	14,254	(338)	23,626
<i>Revenues/Sources</i>								
Reserve for Replacement*	30,000	30,000	30,000	0	50,000	50,000	30,000	30,000
Total Sources Annually	30,000	30,000	30,000	0	50,000	50,000	30,000	30,000
Total Available Resources	105,503	101,876	101,876	0	97,749	64,254	29,662	53,626
<i>Expenditure/Uses</i>								
Schedule Attached	33,752	37,188	41,258	4,070	83,495	64,592	6,036	52,085
Total Uses Annually	33,752	37,188	41,258	4,070	83,495	64,592	6,036	52,085
Fund Balance Before Transfers	71,751	64,688	60,618	-4,070	14,254	(338)	23,626	1,541
Other Financing Sources/(Uses)**				0				
Transfers In/(Out)	125							
Ending Fund Balance	71,876	64,688	60,618	-4,070	14,254	(338)	23,626	1,541

**Downtown Norfolk Council
Fixed Asset Replacement Schedule**

Item #	Description	Life	FY Year of Acquisition	FY Year of Replacement	Replacement Value *(1)	Recommended Replacement Year *(3)	Follow Up Replacement	Follow Up Replacement	FY 07-08	FY-14	FY-15	FY-16	FY-17	FY-18
(2)	Index for Inflation	0.03							Projected	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget
Computers														
1	Desktop - Dir of Finance - New 2009	7	2003	2010	\$ 800.00	2009	2012	2016				944		
2	Desktop - Marketing Asst #1 - New 2009	7	2002	2009	\$ 800.00	2009	2015	2019			920			
3	Desktop - Exec Admin	5	1999	2004	\$ 800.00	2007	2014	2018		896				992
4	Desktop - Finance Assistant	5	2000	2005	\$ 800.00	2007	2012	2016				944		
5	Desktop - Dir Special Events - New 2010	7	1999	2006	\$ 800.00	2010	2014	2018		896				992
6	Desktop - Dir of Marketing	5	1999	2004	\$ 800.00	2007	2014	2018		896				992
7	Desktop - Dir of Operations	7	1999	2006	\$ 800.00	2005	2012	2016				944		
8	Desktop - Marketing Asst #2 - New 2010	7	1999	2006	\$ 800.00	2010	2013	2017					968	
9	Desktop - President	4	2003	2007	\$ 800.00	2008	2011	2015	-		920			
10	Desktop - Retail Recruiter - New 2009	7	2010	2015	\$ 800.00	2013	2013	2017					968	
11	Desktop - PSA Lieutenants (V/P-DOM)			2007		Rotate w/ Fin Asst								
12	Desktop - CTA Supervisor (ExecAsst)			2007		Rotate w/ Dir Ops								
13	Desktop - Open User (TechAdmin)			2004		Rotate w/ Dir Mrkt								
14	Laptop	5	2003	2008	\$ 2,500.00	2008	2013	2018	2,875.00					2,875
15	Network SoftWare&LicW/Support	5	1999	2004	\$ 900.00	2009	2014	2019		600				
16	Network Server w/ Operating System	5	1999	2004	\$ 3,500.00	2009	2013	2018						4,104
17														
Printers														
Printer replacement under lease program														
18	Printer - Finance	7	2008	2015	\$ 700.00	2008	2015	2022	805.00					
19	Printer - Admin	7	2008	2015	\$ 700.00	2008	2015	2022	805.00					
20	Printer - Workroom	5	2008	2013	\$ 2,500.00	2008	2013	2018	2,875.00					
Green Machines														
22	Cleaning Machine #2	6	1999	2004	\$ 28,000.00	2012	2018							
23	Cleaning Machine #3	7	1999	2004	\$ 28,000.00	2013	2020							
24	Cleaning Machine #4	7	2002	2009	\$ 28,000.00	2009	2016					36,400		
25	Cleaning Machine #5	7	2007	2014	\$ 28,000.00	2014	2021			36,400				
26	Cleaning Machine #6	7	2007	2014	\$ 28,000.00	2015	2022			31,900				
27	Gator/Trailer - City replacement cost	7	2006	2013	\$ 11,000.00	2006	2014			12,500				
Furniture and Equipment														
28	6-Radios (\$975/unit-includes tax)	4	2006	2010	\$ 5,850.00	2009	2013							
29	5-Radios (\$975/unit-includes tax)	4	2006	2010	\$ 4,875.00	2010	2014			4,875				
30	3-Radios (\$975/unit-includes tax)	4	2006	2010	\$ 2,925.00	2011	2015				3,803			
31	2-Radios (\$975/unit-includes tax)	4	2008	2012	\$ 1,950.00	2016	2020					2,360		
32	(Revisit radio cost fy2014)													
33	Kiosk	8	2006	2014	\$ 10,125.00	2006	2015				12,555			
34	Leaf Vacuum	10	2008	2018	\$ 2,100.00	2018	2028		2,100.00					2,730
35	6 Samsung Galaxy Tablets - (5 fy16)	5	2008	2013	\$ 3,000.00	2016	2019		26,350.00			2,770		
37	10-Trash Cans (approx \$500/unit)	10	2009	2019	\$ 5,250.00	2019	2029							
38	Planters	10	2008	2018	\$ 8,000.00	2018	2028		8,000.00					10,400
39	3-Bikes	10	2010	2020	\$ 700.00	2030	2040							
40	Mermaid Repair	10	2008	2018	\$ 3,000.00	2018	2018							3,000
Uniforms entered at fixed replacement cost														
41	Uniforms - PSA Class A	2	2007	2009	\$ 15,225.00	2007	2009		1,500.00		2,500		2,500	
42	Uniforms - CTA Winter Coats	2	2007	2009	\$ 15,225.00	2007	2009		1,500.00		1,600		1,600	
Float Construction														
43	Float	5	2008	2013	\$ 20,000.00	2018			20,000.00		5,000			26,000
FY 09-10 Additions:														
44	LSV - Shuttle	5	2009	2014	\$ 15,000.00	2014	2019			17,250		23,000		
45	Decorations /Banner Replacement										6,600			

**Downtown Norfolk Council
Fixed Asset Replacement Schedule**

Item #	Description	Life	FY Year of Acquisition	FY Year of Replacement	Replacement Value *(1)	Recommended Replacement Year *(3)	Follow Up Replacement	Follow Up Replacement	FY 07-08	FY-14	FY-15	FY-16	FY-17	FY-18
(2)	Index for Inflation	0.03							Projected	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget
FY 10-11 Additions:														
46	Pressure Washer	8		2011	\$ 3,800.00	2019					4,500			
47	Swirling Silks - \$250x16	4									4,000			
FY 11-12 Proposed Additions:														
48	Garland - 15 pieces (backfill)	8		2011	\$ 1,000.00	2019								
49	Garland & Bows - 58 pole (Boush St)													
	\$16,000 product + \$2,400 installation													
50	Placeholder for Carpet Tiles for Workroom													
FY 13-14 Proposed Additions														
	Additional Traylor for equip transport									400				
	Fuel storage cabinet									800				
	Portable Powerwasher									400				
	Partnership w/ City for Recycling Cans													
	38 cans @ \$850 (includes tax and name plate)									32,300				
Pending Replacement														
	Placeholder for Phone/VM System				\$ 19,000.00									
	Website Re-design										13,000			
	Truck									20,000				
	Total Replacement Value				<u>317,615.00</u>									
Totals Indexed for Inflation Through 2018														
									93,160.00	128,213	87,298	67,362	6,036	52,085
Adjustments														
										(91,025)	(3,803)	(2,770)		
										37,188	83,495	64,592		